

DO GREEN HR PRACTICES ENHANCE GREEN KNOWLEDGE SHARING AND PROACTIVE ENVIRONMENT IN THE SPORTSWEAR INDUSTRY

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ABSTRACT

In today's rapidly globalizing world, companies, particularly in the industrial sector, are under constant pressure to innovate and maintain a competitive edge. This study explores how Green Human Resource (HR) practices influence environmental performance within the sportswear industry, specifically in Sialkot, Pakistan. The research highlights that green HR practices, which encompass environmentally-friendly policies and employee engagement, are crucial for fostering both social and economic benefits. Data were collected from 155 employees across four major sportswear firms. The findings indicate that green HR practices significantly enhance environmental performance when mediated by proactive environments, green motivation, and green knowledge sharing. This study underscores the importance of integrating green HR practices to not only improve environmental outcomes but also boost organizational sustainability and employee well-being.

Keywords; Green human resource practices, green knowledge sharing, green motivation, environmental performance, sportswear industry.

INTRODUCTION

The crucial vicinity of management related to the human attitude performs a vital function in the achievement and sustainability of the business enterprise. The inexperienced attitude of human resources management has turned out to be a vital element of sustainability (Zakaria et al., 2019). Due to environmental humiliation originating through the commercial rebellion (Jabbour & Santos, 2008), nations are grade by grade turning extra involved approximately upcoming environmental problems. So they may be inspired by companies in sustainable improvement encouraging (Sharma & Gupta, 2015).

According to (Mampra, 2013) green practices with inside the behavior of enterprise operations and adopting green regulations to carry out enterprise capabilities that sell surrounding safety projects and boost worker delight and morale. To Li et al. (2020), the green administration and philosophy of the company have to turn out to be important due to the fact stakeholders and lecturers compelled

businesses to strategize operations, contemplating environmental, social, and financial outcomes. According to (Masri & Jaaron, 2017) the development of companies to get rid of commercial waste and dangers through agencies has attracted consideration, as environmental troubles have compelled agencies to undertake environmentally pleasant practices and awareness of their general environmental performance (EP).

Regulations and green practices associated with human useful resource management now no longer just assist the environmental issues but additionally contribute to the financial and social well-being of employees and organizations which impacts durability. According to (Nasir & Rao, 2020) greening practices consist of exclusive rules that move the financial, social, and environmental sustainability support. It has taken place in preceding research that the green scope, coverage, technique version, and studies agendas are motionless untapped regions that have in large part

effect via green practices (Renwick et al., 2013). Green HR practices have concerned massive numbers of researchers because of the developing situation of the safety of the surroundings as multinational organizations tried to have a look at the position of green attitudes in healthcare, the sportswear industry, the production industry, and numerous different sectors (Yusliza et al., 2017) & (Yong et al., 2019). Implementing green HR practices permits corporations to improve productivity, and overall performance, and productivity and boost the sustainability of the business enterprise, with the aid of using it to enhance the health of workers in an organization (Ahmed et al., 2021).

Researchers determined that corporations intend to combine HR practices that sell and defend the surroundings and play a critical position within the sustainability of the agency through lessening carbon emissions, pollutants, and environmental degradation. The vegetal component in worker control enhances ordinary skills, motivation, and dedication of employees such as loyalty, involvement, and satisfaction.

HR practices have an impact on the alternate mindset and conduct of employees, which in the long run will increase performance, organizations are consequently required to take projects in prefer of green procedures (Shoib et al., 2021). Researchers centered on growing the ecological conduct because it has obtained numerous interests which performs an important position in trouble fixing associated with environmental issues at some point of operational activities. This looks at objectives to set up the logical courting and have an impact on green HR practices for figuring out the ecological conduct of employees this is important for the company to a successful and environmentally pleasant to defend the surroundings through decreasing the damage, decreased expenses incurred, and stepped forward performance. The contemporary studies attempt claims to be an innovators in explaining the connection among green skills (GS), green human capital (GHC), and green understanding allocation to decide green worker performance.

According to (Mandip, 2012), the HR branch of an agency is a key participant attain the desires and goals of sustainable development. In the green literature, there are lots of recent studies that deliberate the affiliation of Green Human Resource

practices control (Lashari et al., 2022). For example, studied the effect of green engagement, green reimbursement, and green training. In addition, the gender-integrated and age purpose is to earn more information on the sustainable motivation of employees inside the Portuguese context. According to (Yusliza et al., 2020) the authors studied Malaysia and centered on the hospitality enterprise to take a look at in what way (GHR) practices sell the (EP).

The purpose turned into a look at the affiliation between green HRM organizational practices and environmental practices performance. In addition, the researcher introduced the mediating impact of obligation and environmental agitates. Saeed et al. (2019) also studied Pakistan but focused on the strong enterprise workforce, generating coal, chemical industries pharmaceutical, and food. Researchers considered the effect of GHRM practices on ecological and combined mental ecological behavior principles and the conservational values as mediators and moderators individually.

The gap in my study is part of green HR practices in creating a green motivation among sportswear workers because no previous researchers deliberate this arrangement from the point of view of sportswear industries. Green motivation and a proactive environment be considered as mediators so that possess complex information about the environmental performance of the employees. However, these days (Zhijun et al., 2020) delivered the idea of inherent and extraneous inexperienced inspiration to investigate the green creativity of employees. In previous studies, there are numerous researches on green HR practices but no one accommodates green HR practices and sportswear industry relationship. Though I want to find the impact of green motivation and green HR practices on environmental performance by using the PLS methodology.

Literature Review

United Nations has given extreme attention to protecting the surroundings from harm and speedy weather modification and recommended constructing capacities and mechanisms to assist powerful environmental engagement and administration to enhance environmental sustainability. Large-scale commercial zones motive harm to the surroundings because they emit

poisonous gases and it's been talked about that the destruction of the weather has improved crucially and brought about worldwide warming, so there may be a pressing want to take numerous projects to lessen environmental harm.

Green knowledge-sharing as moderator:

There is a function of the understanding division that had been determined in preceding literature that is know-how control inside the administrative center has a good-sized impact. The function of information control in influencing worker behavior is a phenomenon hardly ever studied (Bhatti et al., 2021).

Literature suggests that know-how organization had been a high quality that affects overall performance-associated consequences which additionally enhance purchaser relations, it contributes to provider exceptional and invention. Knowledge sharing is visible as a crucial part of expertise managing inside the organizational administrative center among personalities (Vrontis et al., 2019). Research has shown that knowledge sharing is a good interpreter of the overall concert and that is completely associated with separate and group performance. Knowledge sharing is essential in influencing overall performance as represented by (Chou et al., 2018). KS includes the alternate of facts between commercial enterprise contributors for the success of objectives, agencies offer KS sports that achieve collaborative management for the green picture of the organization (Rubel, Hung Kee, et al., 2021).

The earlier look defined the part a part of Green KS calculate the conduct of the inexperienced carrier with inside the function and extra position Green carrier conduct, the revision said a vast outcome of the relationship. The preceding look additionally defined the position of mediating Green KS conduct among Green HRM and carrier conduct with inside the component and extra-position carrier conduct, the outcomes yielded massive outcomes that sharing GK notably mediates the relationship. Several researchers have deliberated the mechanism of GHR practices for growing the aggressive ability of a company through enlightening EP, expending the idea of the natural resources primarily based on a total view (Ehnert, 2009). (Verona, 1999) uncovered that gives of getting to know possibilities in phrases of appreciation for environmental practices is crucial

to conquer the demanding situations going through companies initiated through environmental humiliation.

Hypotheses Development

Green HR practices and green motivation

Employee engagement with guidelines and tasks is vital on the organizational level for sustainability. Therefore, this obligation may be met via green HR performances (Renwick et al., 2013) that those performances sell the greening of employees' capacity, attention, and behavior to broaden a green way of life. Which green HRM practices are described as "the ambition of a business enterprise to layout and put in force an HRM gadget that helps a proactive method and high-quality technique to deal with environmental anxieties". For this, they want to permit GHRP (Renwick et al., 2013), which incorporates recruitment, preparation, overall performance evaluation, cooperation, rewards, appointment, empowerment, and tradition (Renwick et al., 2019). The current works show the need to undertake good enough greening HR practices to inspire workers to take part in the existence of corporate environmental sustainability goals (Paillé et al., 2014).

Likewise, (Gilal et al., 2019) & (Hameed et al., 2020) deliberated on Pakistan, the function of green human resource management however focusing on different sectors. However, the consequences just like results as such wonderful practices with inside the worker environmental performance. Employees operating in numerous departments face many associated troubles which result in a variety of pollutants and degradation. Therefore, at this stage, companies need to convert day-by-day foundation operations, products, and offerings of different activities into environmentally pleasant practices that would clear up ecological issues. However, this calls for significant support, love of the surroundings too green motivation of organizations (Liao et al., 2022).

The green incentive of workers is an essential component of the area of green environmental (GE) overall performance due to the fact if workers aren't stimulated to comply with green practices, nobody can successfully instrument the green strategy (Mittal & Dhar, 2016). According to (Gilal et al., 2019), workers come across discrete motivation alignment in the direction of work.

Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H1. Green HR practices have a positive impact on green motivation.

Green HR practices and a proactive environment

The conservational approach designates the managerial interface between the improvement of an agency and the herbal situation (Aragón-Correa & Sharma, 2003). A proactive environmental method consists of a chain of environmental measures visions, goals, plans, and strategies that might be appropriate for the herbal situation (Ateş et al., 2012). According to the ordinary resource primarily based totally view (NRBV), a firm's proactive environmental approach displays its cap potential to correctly use its tangible and intangible sources, supporting an enterprise's aggressive advantages (Zhang et al., 2019). Thus, corporations with proactive environmental techniques have a tendency to voluntarily make investments sources to attain their goals. A developing wide variety of researchers have proven that the system of enforcing approach acts as whether or not a well-advanced method can attain its goal (Li & Atuahene-Gima, 2002).

Therefore, aggressive procedures are essential for organizations to put into effect their environmental techniques and obtain their objectives (Aragón-Correa et al., 2013). This procedure could be very vital to enhance the situation a commercial enterprise's overall performance and reputation, and for that reason assist the organization to domesticate environmental competitiveness (Boselie et al., 2005). Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H2. Green HR practices have a positive impact on a proactive environment.

Green motivation and environmental performance

The adoption of green environmental overall performance with the aid of user groups has been extraordinarily slow. However, it has the capability to lessen energy intake in numerous ways. This may want to spark off corporations to attention to recycling waste or use collaboration, telecommuting and video equipment convention to

lessen journey expenses or use lean management concepts that assist them to attain the identical end result with fewer sources and more performance and consequently lessen the whole power intake via way of means of maximizing the performance of inner procedures which includes task planning, procurement, order fulfilment, engineering changes, layout optimization and different everyday operations.

This considerable useful impact on the operational and economic overall performance on the organizational stage is amplified when such practices are knowledgeable with the aid of using organizational strategic goals (Combs et al., 2006); and as said before, there is an increasing number of confirmation with inside corporations the literature that companies take a proactive technique to environmental managing, with the stepped forward sales streams and decreased expenses that such a technique can generate, obtain commercial enterprise goals associated with the surroundings of strategic importance. Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H3. Green motivation has a positive impact on environmental performance.

Proactive environment and environmental performance

Strategic human useful resource management is properly mounted inside the literature as an essential sponsor to a company's aggressive improvement (Combs et al., 2006), and people HRM practices taken into consideration to be synergistic and overall performance-augmenting, for example, the ones associated with capabilities improvement, advanced incentive and commitment, and contribution have been labeled great overall performance paintings practices (Huselid & Becker, 1995).

(Muster & Schrader, 2011) spotlight the perception of paintings-lifestyles stability that acknowledges the mutual interactions among paintings and non-paintings sports which could facilitate the environmentally pleasant behavior of an employee; (Yan, 2021) spotlight the significance of green HRM practices that smooth data distribution and collaboration with personnel to the improvement of an active approach to defending the ordinary environment. Hence, primarily based totally on the

conversation referred to above the subsequent hypothesis may be postulated:

H4. A proactive environment has a positive impact on environmental performance.

Green HR practices, environmental performance, and green motivation

According to (Dumont et al., 2017) GHRP can impart pro-environmental standards in workers by changing the copy of the organization in their self-thought. In the graceful of social individuality theory (Hogg & Turner, 1985), organizational features that can change the self-image of employees can inspire their behavior. Consequently, when workers notice that their association has a conformation of unique appearances such as the environmental obligation that they important, they can integrate the green organizational copy into their self-thought, commit to its environmental task, and adopt green behaviors such as green retrieval performance in their provision events.

In addition, (Yavas & Babakus, 2010) and (Choi et al., 2014) testified the positive link between employees affecting engagement and service retrieval performance. Consequently, the environmental obligation of employees can lead them to be friendly and approachable to feedback and protests from tourists regarding the tourism organization inadequate concern for the environment and smooth its anti-environmental deeds. Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H5. Green motivation mediates the relationship between green HR practices and environmental performance.

Green knowledge-sharing relationship between GM and EP

Knowledge and dissemination of understanding are taken into consideration as essential foundations for companies to preserve sustainable aggressive improvement (Martínez-Ros & Kunapatarawong, 2019). (Chou et al., 2018) keep in mind green understanding allocation because quantity whose expertise employees proportion green understanding by different participants. So, it can be suggested that green expertise is involved in the system of distributing records amongst personnel to enhance the supportable desires of an

organization. Therefore, powerful green know-how administration suggests higher expertise infrastructure and delivery capacities regarding environmental problems among participants of the organization (Liao et al., 2022).

According to (Yasamis, 2011) environmental performance refers to appearing activities in a manner that positively has an effect on the environment. Environmental performance essentially has two most important objectives; firstly to manipulate the extent of pollutants in an environment and secondly to improve the environment to a suitable level. The green motivation of employees is a vital component of the area of green environmental overall performance due to the fact if workers aren't stimulated to observe green practices then nobody can put into effect the green plan successfully (Mittal & Dhar, 2016). Therefore in this regard carefully recruiting and deciding on the workers giving them overall performance primarily based totally rewards and complete training packages are thought out as a strong pressure for motivating workers and such packages enhance their information about environmental performance (Sudin, 2011). Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H6: Green knowledge-sharing moderates the relationship between green motivation and environmental performance.

Proactive environment, environmental performance, and GHRP

Implementation of a proactive method of environmental control makes strategic enterprise sense. In essence, in line with those researchers such a technique gives the capability of more desirable monetary overall performance through two mechanisms: 1) improved sales through stepped forward get right of entry to present and new markets primarily based on more advantageous services and products differentiated with the aid of using their naivety. 2) Progressed price control through the higher chance of management and discounts in the price of production, capital and labor, services, and substances (Ambec & Lanoie, 2008).

According to (Hahn et al., 2010) by explaining the complicated and complex nature of decision making on the topic of financial and environmental

management and raising questions about how companies can handle this particular difficulty in order to maximize results for more research across the country. Many industries have established good relations between financial performance and a proactive environment. It also suggests that firms may resolve complex concerns related to the simultaneous pursuit of the organization's goals in the economic and environmental sectors by embracing equity and management processes in both the common domains and broader ideas of sustainability (O'Donohue & Torugsa, 2016). Hence, primarily based totally on the conversation referred to above the subsequent hypothesis may be postulated:

H7: Proactive environment mediates the relationship between green HR practices and environmental performance.

Theoretical Consideration

The study provides existing literature by offering the GHRP contextual view in Pakistan. Specifically, for the first time, the study began with a theoretical acknowledgment of the focus of pre-tested objects by building a structural model in Figure 1 and conducting a study on how GHRP aspects affect EP.

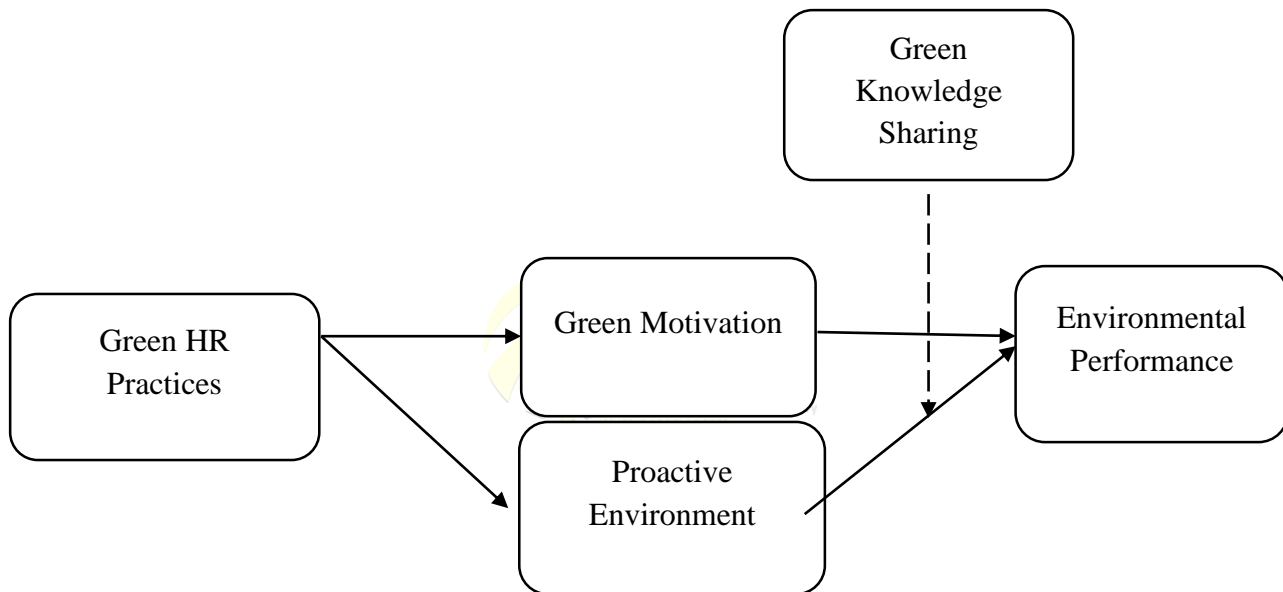


Figure 1: Theoretical framework

A well-developed and well-designed structure for the research interdependence among supported variables by the Natural Resource Based View (NRBV) theory. This theory was presented by (Hart, 1995). As shown by (Hart & Dowell, 2011), the expanding partner strain towards supportable practices and eco-friendly conduct has constrained organizations to adjust their current developments and capacities to lessen environmental deprivation. (Russo & Fouts, 1997) they show in various industrial analysis the environmental performance of 243 American firms. They observe that interest in environmental abilities is particularly beneficial in times of industrial development.

The NRBV viewpoint considered a more efficient assessment of the relationship between environmental performance and green motivation by determining the connection between resources furthermore abilities and vital results. Specifically, the NRBV's accentuation on the unexpected nature of resources and capacities has helped researchers make explicit connections between green motivation and environmental performance. Consequently, in the following pattern, NRBV theory supports our research framework. Our research purpose is to promote the environmental performance of the sportswear industry. Therefore, in the sportswear industry, natural resources based

on this theory can contribute to fostering a green culture.

A few researchers have explored the instrument for green HR practices to improve organizational capacity by working on environmental performance using the NRBV concept (Ehnert, 2009). According to (Verona et al., 2001) planning educational facilities in terms of environmental ecosystem practices is fundamental to speechless difficulties faced by organizations brought about by environmental debasement. The findings of the study show that the practice of green HR directly affects environmental performance. We used a proactive environment in a pattern of our research to distinguish anyway, green HR practices improve environmental performance and concluded an active event taking the initiative environment. No one is focusing on a proactive environment by means of green HR practices and green motivation in the framework of the sportswear industry with the best knowledge of the authors.

Methodology

The staff of the sportswear industry are the study contributors to my study. We gather the facts via a survey. Data was collected from Pakistan. Four major industries of Sialkot include Active Products, Tactical Clothing, Plush Trader, and Benefit Enterprises. I targeted the employees of the sportswear industry in Sialkot, Pakistan. Convenience sampling techniques were used in this research.

Thus, in this study, we approach the CEO of the industries with the aid of using e-mail to flow into the questionnaire for knowledgeable staff. The research consists of 155 responses. In addition, the studies plan of our observation is correlational due to the fact we recognition to look at the correlation among the variables if the affiliation is effective or undesirable. It's far appropriate for theoretical generalization. No private data approximately respondents turned into sought. The questionnaire turned into in English and outlines for every segment measuring a variable turned into fitted out for a higher information of the 5-point Likert scale.

Measures

The questionnaire is designed and items are adopted from (Newlands & O'Donohue, 2016). The instruments for green knowledge sharing and green were adopted from (Rubel, Kee, et al., 2021) and environmental performance was adopted from (YJ Kim, WG Kim., 2019). Green HR practices were measured using a scale adapted from (P Paillé., 2014). Each indicator of proactive environment and green knowledge sharing has 5 items green HR practices have 6 items while green motivation and environmental performance has 7 items. This multitude of inactive variables is rated on a Likert-type scale of 5 points from 1 strongly disagree to 5 strongly agree. Everything built into the review reflects an acceptable level of honesty and legitimacy. The experimental study was not conducted on the grounds that the study instruments were adopted and well-established. The study used partial least square structural equation modeling to analyze the model. We did not use conventional or covariance-primarily based SEM.

Demographics

The study of composed data displayed the subsequent demographic evidence that is represented in Table 1. In research, the number of respondents is 155. According to job tenure at current company, 6.5 percent of respondents have 1-3 years, 7.5 percent of respondents have 4-6 years, 14.2 percent of respondents have 7-9 years and 71.6 percent of respondents have 10 or above years of experience. The gender circulation of responders is 100% male only. Regarding the age groups, 80.0% of responders were amongst the age brackets 15-25, 19.4% of responders were between the age brackets 26-35, and 0.6% of respondents were in the age group correspondingly. Furthermore, in regard to the academic qualification of responders popular of them had a bachelor's degree adding 56.8% and 29.0% of respondents were B.Com, 2.6 percent of respondents had a Master's degree and only 11.6 percent of respondents were BSC.

Table 1. Demographic profile (N = 260)

	Characteristics	Frequency	Percentage
Gender	Male	155	100.0
	Female	10	6.5
	Job tenure at current company	12	7.5
	• 1-3 years	22	14.2
	• 4-6 years	111	71.6
	• 7-9 years	155	100.0
	• 10 or above		
	Total	155	100.0
Age	• 15-25	124	80.0
	• 26-35	30	19.4
	• 36-40	1	.6
	Total	155	100.0
Academic qualification	• Bachelor’s degree	88	56.8
	• B.Com	45	29.0
	• Master’s degree	4	2.6
	• BSC	18	11.6
	Total	155	100.0

Source: Authors’ Estimation.

Descriptive and correlation analysis

We used descriptive statistics to describe the characteristics of the data. Table 2 shows the descriptive statistics of the study constructs. It consists of mean values, standard deviations, and correlation coefficients of all variables. The mean

values of all variables have a range between 3.49 and 4.07. Table 2 also shows the correlation between variables out of which work performance has the highest positive correlation ($r=.435, p < 0.01$). There is a positive and significant correlation among all variables.

Table 2. Descriptive statistics and correlation analysis

Constructs	Mean	SD	GHRP	EP	GM	GKS	PE
GHRP	3.5892	.69819	1				
EP	3.6323	.57719	.681**	1			
GM	3.7917	.68148	.600**	.698**	1		
GKS	3.9613	.68037	.415**	.587**	.969**	1	
PE	3.5097	.68079	.435**	.586**	.466**	.390**	1

Note. GHRP = Green Human Resource Practices, EP = Environmental Performance, GM = Green Motivation, GKS = Green Knowledge Sharing, PE = Proactive Environment ** $p < .05$ (2-tailed).

Validity and Reliability

After performing PLS Algorithm analysis we get the values of each construct’s outer loadings. The loading should be at least .5 or higher than .5 (Ramayah et al., 2017). This shows the validity of all items in Table 3. Moreover, to measure the reliability of the variables, Cronbach’s alpha is used. According to the general rule of thumb, it should be .70 or above. The table shows the value for five variables from the theoretical model. The Cronbach’s alpha for GHRP is .832, environmental performance is .730, green motivation is .855, green knowledge sharing is .796 and proactive

environment is .779. This shows the variables are highly reliable according to Cronbach’s alpha. The values of composite reliability provide an affirmation in compliance with Cronbach’s alpha values.

The inner-item consistency is highly favorable. Table 2 comprises the outcomes of average variance extract (AVE) and Cronbach’s alpha, composite reliability. The results show that composite reliability and Cronbach’s alpha are greater than 0.7, and therefore have a higher probability (Raza & Khan, 2022). The following composite reliability is also to be noted all values

adjoin the standards of (Churchill & Rotella, 1979), they are all higher than 0.7. AVE shows the result of all values is not less than 0.5. Our results related to correlation analysis meet the conditions of

(Fornell & Larcker, 1981). With the exception of the average variance, we calculated the dynamic rationality of our research.

Table 3. Measurement model

Constructs	Items	Loadings	Alpha	CR	AVE
GHRP	GHRP1	0.687	0.832	0.878	0.547
	GHRP2	0.840			
	GHRP3	0.773			
	GHRP4	0.766			
	GHRP5	0.729			
	GHRP6	0.625			
Environmental Performance	EP1	0.682	0.730	0.831	0.554
	EP2	0.677			
	EP3	0.808			
	EP4	0.799			
Green Motivation	GM1	0.581	0.855	0.890	0.538
	GM2	0.739			
	GM3	0.675			
	GM4	0.756			
	GM5	0.820			
	GM6	0.763			
	GM7	0.778			
Green Knowledge Sharing	GKS1	0.728	0.796	0.858	0.548
	GKS2	0.789			
	GKS3	0.654			
	GKS4	0.724			
	GKS5	0.798			
Proactive Environment	PE1	0.744	0.779	0.824	0.610
	PE2	0.817			
	PE3	0.779			

Note. GHRP = green human resource practices, CR = composite reliability, AVE = average variance extracted.

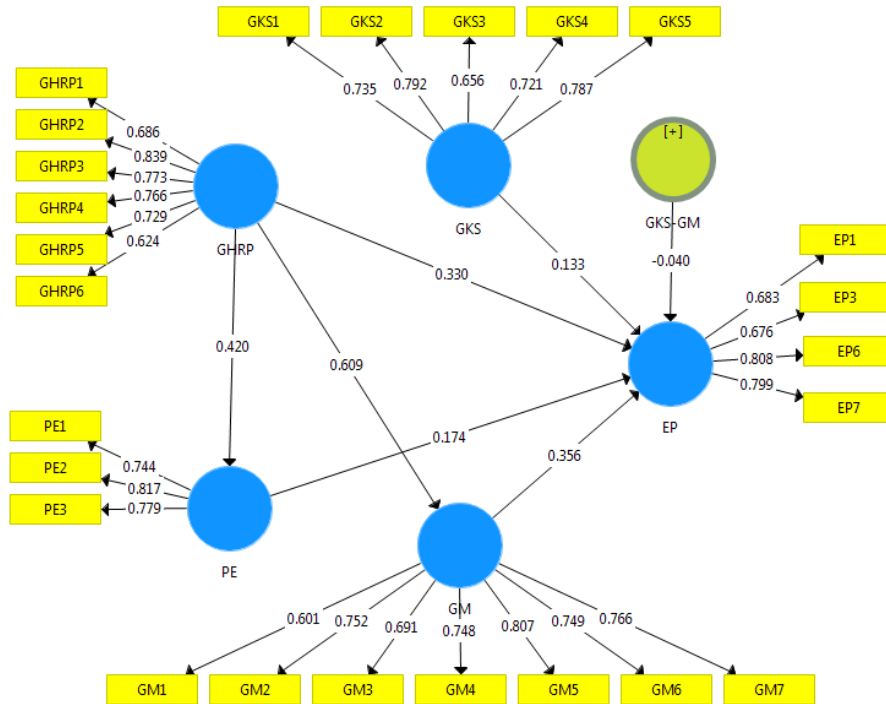


Figure 2. Measurement model assessment.

Discriminant validity

Discriminant validity evaluated the magnitude to which a single dormant variable was exactly divergent from further covert variables (Hair et al., 2012). As replicated in Table 4 the heterotrait-monotrait ratios (HTMT) were assessed to evaluate

the discriminant rationality. A qualitative study is that the heterotrait-monotrait ratio should be less than .85 in order to promulgate discriminatory qualifications (Kline, 2012). It can be assumed that regardless of legitimacy discriminatory looks other volatility standards were below .85.

Table 4. Discriminant Validity heterotrait-monotrait ratio

	EP	GHRP	GKS	GM	Moderator GKS	PE
EP						
GHRP	0.874					
GKS	0.773	0.514				
GM	0.723	0.714	0.85			
Moderator	0.328	0.259	0.359	0.332		
GKS						
PE	0.782	0.548	0.52	0.636	0.193	

Note. EP = Environmental Performance, GHRP = Green Human Resource Practices, GKS = Green knowledge sharing, GM = green motivation, and PE = proactive environment.

The quality of the model is set by the strength of each still up in the structural path by the worth of R² for subordinate factors (Briones Peñalver et al., 2018), the worth of R² should be equivalent to or greater than 0.1 (Falk & Miller, 1992). The outcomes in Table 5 show that all R² values are

higher than 0.1. The performance model reflects an unreadable perspective on the structured research model that shows the correlation between different variables. The difference might determine the legitimacy of the speculative model (R²) of independent variables and the significance of all

measurement methods (Ramayah et al., 2018). In table 5 as complete as there are three autonomous factors altogether. R² showed that GHRP reported a variation of 68.8 percent on the EP, a variation of 37.1 percent on GM, and a 17.7 percent variation departure from PE. The width of the way coefficient is more than .1 which is viewed as satisfactory (Lohmöller & Lohmöller, 1989); thus, this study fulfills the recommended esteem. In the wake of fusing strategy gauges into the model, the bootstrap examination was determined to survey the factual meaning of the way coefficients. Partial least square fundamental equation modeling is used to statistically evaluate the interaction among external and internal structures (Lowry & Gaskin, 2014). GHRP is significantly and

positively related with EP ($\beta = .330$; $t = 4.088$; lesser limit [LL] = .165, upper limit [UL] = .488), GHRP has a significant impact on GM ($\beta = .609$; $t = 9.485$; LL = .462, UL = .717), and GHRP is positively associated with PE ($\beta = .420$; $t = 3.981$; LL = .182, UL = .595). The findings determined that H1, H2, and H3 were supported. H4 supposed there was a positive GKS effect on the EP. The results identified a positive correlation of GKS in the EP ($\beta = .133$; $t = 1.558$; LL = .034, UL = .310). The samples of this study are 5000 and they produce a 95 percent dependence interval as shown in Table 5. A period of confidence that differs from zero indicates significant relationships. Therefore, the findings of the study retained all four proposed hypotheses.

Table 5. Path Coefficients

Hypothesis	Relationship	Std. beta	SE	t-values	p-values	LL	UL	R ²	f ²	Q ²	VIF	Remarks
H1	GHRP -> EP	0.330	0.081	4.088	.000	0.165	0.488	0.688	0.211	0.357	1.655	Supported
H2	GHRP -> GM	0.609	0.064	9.485	.000	0.462	0.717	0.371	0.590	0.186	1.000	Supported
H3	GHRP -> PE	0.420	0.106	3.981	.000	0.182	0.595	0.177	0.214	0.090	1.000	Supported
H4	GKS -> EP	0.133	0.085	1.558	.000	0.034	0.310		0.027	0.278	2.115	Supported

Note. GHRP = green human resource practices, GKS = green knowledge sharing, EP = environmental performance, GM = green motivation, PE = proactive environment, and VIFs = variance inflation factors.

Mediation Analysis

During partial least square (PLS) analysis, bootstrap continuity is achieved to evaluate specific indirect effects by measurement (Vinzi et al., 2010). Mediation analysis was performed to assess the mediating role of green motivation and a proactive environment. The results see in Table 5 revealed partially significant ($p < .10$). Green motivation is positively connected by way of EP

(H5: $\beta = .356$; $t = 3.707$; LL = .148, UL = .530) and proactive environment is found to be a positively associated with EP (H6: $\beta = .174$; $t = 2.802$; LL = .074, UL = .303). Therefore, the direct relationship between GM and EP, and an indirect relationship between PE and EP after adding flexibility to GM mediation is also important. Therefore, it has been confirmed that GM is slightly mediating the interaction between PE and EP.

Table 6. Indirect Effects

Hypothesis	Relationships	Std. beta	SE	t-values	p-values	LL	UL	Decision
H5	GM -> EP	0.356	0.096	3.707	.000	0.148	0.530	Supported
H6	PE -> EP	0.174	0.062	2.802	.000	0.074	0.303	Supported

Note. GM = green motivation, EP = environmental performance, PE = proactive environment, LL = lower limit, UL = upper limit.

Moderation Analysis

Moderation analysis was performed to evaluate the GKS moderating role. The results reveal an insignificant role of green knowledge sharing in

the relationship between green motivation and environmental performance (H7: $\beta = -0.040$; $t = 0.368$; $p = .713$).

Table 7. Moderating Effects

Hypothesis	Relationships	Std. beta	SE	t-values	p-values	LL	UL	Decision
H7	GKS-GM->EP	-0.040	0.108	0.368	.713	-0.211	0.261	Rejected

Note. GKS = green knowledge sharing, GM = green motivation, EP = environmental performance, LL = lower limit, UL = upper limit.

Discussion

The determination behind this research is to effect of green human resource practices on the environmental performance of workers. This study is also aimed to explore whether green motivation arbitrates the relationship between green HR practices and environmental performance and whether the connection between a dependent variable and an independent variable is moderated by green knowledge sharing. This model was carefully constructed after a through view of the literature which fundamentally included research articles. In order to test this model data was collected from 155 respondents through a questionnaire. The target population of this study was the employees working at administrative situations in industries in the city of Sialkot, Pakistan.

Implications of the study

The sportswear industry is single of the developing industries in Pakistan. One of the critical obligations of the industrial sector is environmental protection (Hsiao et al., 2014). As indicated by discoveries, green HR practices cultivate the workers' inborn just as outward inspiration. Additionally, it decidedly influences proactive environmental development. Along these lines, industries necessary to convey green human resource practices to increment representatives' discernment with respect to natural assurance drives, consequently building up their inspiration just as the association's environmental purposes. This determination builds their association in environmental conduct amongst representatives of the industry and effectively supports workers' environmental performance.

Workers are the fundamental partners of an association since human resources and HR practices support diminishing contamination for industries. Consequently, if industries represent green practices toward the magnitude, it makes a progressive image in the employees' eyes. Thus, it inspires them to develop an eco-friendly

environment that deals with the seemingly insignificant details. Along these lines, to forestall environmental deprivation, it is important to initially begin with the workers and human resource management is the most effective approach to connect with social resources.

Additionally, outcomes portray that human resources cultivates motivation of employees outcomes in the environmental performance. HR experts have the obligation to give their representatives natural training and awareness through the legitimate course of action of preparing projects, seminars, and workshops for the effective execution of green human resource practices. Thus, it is suggested that industries ought not to force on workers as workers are content with green HR motivation and practices, consequently, they ought to create a welcoming environment for workers. Moreover, alongside consumers, they should also motivate and organize their workers to help with environmental performance since they are the gateway resources of each institute.

Conclusion

The existing research reviews the impact of green HR practices on the environmental performance of employees through consolidating arbitrating the results of green motivation and proactive environment. These variables haven't been contemplated by researchers with regard to the framework of the sportswear industry. The data of this study has been composed of 155 employees of the sportswear industry. Through a survey-based questionnaire sample data is gathered. The discoveries expose that green HR practices are absolutely and significantly connected to a proactive environment, green motivation, and environmental performance. The moderation results show that green knowledge sharing, proactive environment, and green motivation do intermediate the association between environmental performance and green HR practices.

Limitations and Future Research

Like many empirical studies, this study was constrained by a variety of limitations. The first and most important limitation is this study's sample size which could be distended to attain extra quality outcomes. The sample only contained employees of industries therefore researchers be able to deliberate the perception of workers as well as in the future. Additionally, other sectors' employees

likewise manufacturing, educational institutions hospitals, etc. can be besieged.

A relative study can be conducted by researchers wherein they could associate numerous industries and investigate in what way the employees' environmental performance changes in green industries. Finally, in the next research researcher can integrate environmental values as a moderator into a design as it will furnish deeper reflection for readers.

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Appendix

Section # 1 Demographic

Gender

- a) Male b) Female

Age

- a) 15-25 b) 26-35
 c) 36-40 d) 40-60

Job tenure at current company

- a) 1-3 years b) 4-6 years
 c) 7-9 years d) 10 or above

Academic qualification

- a) Bachelor’s degree c) Master’s degree
 b) B.Com d) BSC

Section # 2 Green HR Practices

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My industry provides adequate training to promote environmental management as a core organizational value.					
2. My industry considers how well an employee is doing at being eco-friendly as part of their performance appraisals.					
3. My industry relates employee’s eco-friendly behavior to rewards and compensation.					
4. My industry considers personal identity-environmental management fit in recruitment and selection.					
5. Employees fully understand the extent of corporate environmental policy.					
6. My industry encourages employees to provide suggestions on environmental improvement.					

P Paillé, Y Chen, O Boiral, J Jin - Journal of Business Ethics (2014)

Section # 3 Environmental Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7. Environmental management within our industry has reduced waste.					
8. Our firm reduced the environmental impacts of its products/services.					
9. Environmental management within our industry has reduced overall costs.					
10. Environmental management within our industry has reduced purchases of non-renewable materials, chemicals, and components.					
11. Our firm reduced environmental impact by establishing partnerships.					
12. Environmental management within our industry has improved its position in the marketplace.					

13. Environmental management within our industry has helped enhance the reputation of our industry.					
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YJ Kim, WG Kim, HM Choi, K Phetvaroon (2019)

Section # 4 Green Motivation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14. I enjoy tackling problems that are completely new to me.					
15. I want my work to provide me with opportunities for increasing my knowledge and skills.					
16. I am strongly motivated by the recognition I can earn from other people.					
17. It is important for me to have an outlet for self-expression.					
18. I feel a sense of personal satisfaction when I do this job well.					
19. The more difficult the problem, the more I enjoy trying to solve it.					
20. I want other people to find out how good I really can be at my work.					

MRB Rubel, DMH Kee, NN Rimi - Employee Relations (2021)

Section # 5 Green Knowledge Sharing

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21. I always share green knowledge obtained from newspapers, magazines, journals, television, and other sources					
22. I enjoy sharing environment-friendly knowledge with my colleagues					
23. In my organization, people share expertise from work experience with each other					
24. Sharing my knowledge with colleagues is pleasurable					
25. I believe that knowledge sharing can benefit all parties involved					

MRB Rubel, DMH Kee, NN Rimi - Employee Relations (2021)

Section # 6 Proactive Environment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26. Differentiate product by marketing the environmental performance of the product.					
27. Reduction/replacement of hazardous chemicals or materials.					
28. Systematically separate dangerous wastes.					
29. Reduce costs of inputs for the same level of outputs.					
30. Increase energy efficiency.					

W O'Donohue, N Torugsa - The International Journal of Human ..., 2016